

A CONTENT ANALYSIS: ANALYZING THE TWITTER USAGE OF THE
METROPOLITAN MUSEUM OF ART, TATE MODERN, AND MUSEE D'ORSAY: HOW
ART MUSEUMS CONNECT WITH USERS OVER SOCIAL MEDIA TO INCREASE
COMMUNICATION AND INFORMATION EXCHANGE

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ABSTRACT

CREATIVE PROJECT: Analyzing the Twitter Usage of the Metropolitan Museum of Art, Tate Modern, and Musee d'Orsay: How art museums connect with user over social media to increase communication and information exchange

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Art museums rely on being able to reach audiences. In order to stay in the public eye, it is important for them to adopt various forms of social media. Twitter has proven to be an effective tool, as it is one of the most easy and accessible ways to reach a broader audience. This research answers the questions of how an art museum may utilize this social media tool in order to prompt a greater amount of user responses: likes and retweets of tweets. Coding 1,639 tweets produced by the Metropolitan Museum of Art (Met), Tate Modern, and Musee d'Orsay, the research studies what types of messages and add-on media forms are the most affective in garnering a response from followers on Twitter. The research shows that a museum will garner a greater amount of results if it produces educational tweets that include a photograph.

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CHAPTER ONE

INTRODUCTION

There are many studies solidifying the positive correlation between art museums and mental and social benefits. In a study by Kisida, Greene and Bowen (2013), students were studied to see what benefits resulted from youth attending museums. They discovered that the students demonstrated stronger critical thinking skills, historical empathy, displayed higher levels of social tolerance and exhibited a greater interest in arts and other cultures. Art museums are instrumental in society and help educate on cultures, people and history (2013).

Even though art museums contain relics from the past, the institutions must stay current and progressive on how it communicates with Fine art organizations rely on being able to reach audiences. In order to stay in the public eye, it is important for them to adopt various forms of social media. Twitter has proven to be an effective tool, as it is one of the most easy and accessible ways to reach a broader audience.

If an arts organization wants to reach out to the public, it must utilize this tool. Increasing activity on Twitter brings an increase of interest, participation, and loyalty from followers (Kietzmann, Hermkens, McCarthy, & Silvestre, 2011). Its success or demise is dependent on the public's reaction to the site. Social media can make or break an organization.

While there is a great deal of research done with Twitter usage utilized by businesses, health organizations and charities, there is little done with arts organizations. This is an area that needs attention and research geared toward its marketing and public relations divisions. Many arts organizations rely on donations, sales, events, promotions, and public attention in order to survive in today's society. It is important to not only draw on the experience of current public

relations departments in established arts organizations, but it is vital to see the importance that social media could have in the growth of these organizations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Twitter was shown to be successful in helping organizations meet their goals. According to Lovejoy and Saxton (2012), the vast majority of those who join Twitter are looking to spread information about their organization. Lovejoy and Saxton (2012) conducted a content analysis of tweets delivered by 73 of the top 100 nonprofits as determined by the “NonProfit Times.” They coded these tweets into categories and discovered that informative messages made up 58.6% of all tweets distributed by nonprofit organizations. The second most published tweets were under the community category. Of the 4,655 tweets, 25.8% were ones that tried to open dialogue with its followers. The goal was to form a community of sharing and discussing among their followers (Lovejoy & Saxton, 2012).

Eyrich, Padman, and Swettser (2008) asked nonprofit professionals about their use and perceived importance of social media. The majority of the individuals emphasized the fact that social media has made it easier for them to reach more people in a shorter amount of time (Eyrich et al., 2008).

Curtis, Edwards, Fraser, Gudelsky, Holmquist, Thornton, & Sweetser (2010) deciphered what nonprofits viewed to be beneficial about social media. While many nonprofits viewed social media to be important, the survey revealed that only 54.5% were actually on social networks. The hypothesized reason was that nonprofits’ personnel were not well acquainted with social media sites.

Lovejoy, Waters and Saxton (2012) focused on what stakeholders wanted when following a nonprofit’s Twitter account. Seventy-three nonprofit organizations were studied due to their high Twitter activity. The results showed that the stakeholders appreciate organizations

that follow them in return. Even if the nonprofit did not message the stakeholders or start a conversation with them, they appreciated the organization choosing to follow them in return. It gave a more personal side to the nonprofit and showed gratitude for the support (Lovejoy et al., 2012).

Lovejoy, Waters and Saxton (2012) also stated the importance of constant activity on social media. The most popular nonprofit organizations were the ones whom updated their accounts daily. While this is the optimal amount in order to obtain a high number of followers, the minimum a user should post on Twitter to be considered active is three times a week. Any less than that, the follower wonders how active the nonprofit organization is outside of Twitter as well (Lovejoy et al., 2012).

Kietzmann, Hermkens, McCarthy, and Silvestre (2011) discussed the importance of maintaining a social media presence. The authors stated that one is only influential if he is willing to invest time and energy into maintaining a social media site. They pointed out that the larger one's following, the more likely he is to form helpful relationships in his network. It takes a great deal of commitment to keep up a social media site. However, if one stays vigilant at creating new posts and seeking out new followers, the rewards could be great. The researchers also discuss how it may be helpful to look at comparable organizations and how they are running their social media pages. If there is a nonprofit that has a large following and seems to be operating a successful site, it may be beneficial to take notes on what they seem to be doing right. Whether they are posting pictures, creating discussions, or posting events, it can be beneficial to learn from one's competitors (Kietzmann et al., 2011).

According to Socialbakers (2013), a social marketing measuring company, three is the optimal number of tweets to publish each day. The social media company conducted a global

social media study and did a sample of 11,000 tweets. They discovered that any more than that and the organizations noticed a decrease in engagement and responses from followers.

RQ1: How can an arts organization garner more likes and tweets from users?

H1: Publishing three tweets or less per day will cause followers to retweet posts more frequently.

H2: Publishing three tweets or less per day will cause followers to like posts more frequently.

According to the agenda-setting theory, organizations create messages based on the interest of their audiences (McCombs & Shaw 1972). This is something that museums must follow. Even though the agenda-setting theory was first formed over 40 years ago, the standard still holds true. In order to increase target audience participation, the organization must use marketing and promotional tools that have a foundation in the audiences' interests. In looking at the audience, their interests can be shown through messages and add-ons utilized by organizations.

In looking at nonprofits and art organizations, three primary types of Twitter messages stand out: promotional, educational and inspirational. A promotional tweet is defined as “self promotional or retweet of a promotional discussion” (Chaudhry, Glode, Gillman, & Miller, 2012). Desai, et al. defined an educational tweet as one that had the ability to disseminate information that enlightens and informs the user about a specific topic (Desai, Shariff, Shariff, Kats, Fang, Christiano, & Ferris, 2012). An inspirational quote is one that resonates with the followers. It uses profound quotes from leaders or that speak to a related topic in the field. An inspirational quote may also tie with a topic or issue that is important at the moment (Kanter, 2014).

While many tweets are being published, the amount of likes and retweets need to be measured in order to be able to measure the public's response to these types of tweets. A like is when a user wishes to show their interest in a tweet, but does not want to share the tweet with his/her followers. When a user retweets a tweet, he/she is sharing the tweet with his/her followers. This means that whoever follows this individual can see the tweet that has been retweeted, or republished, by the user.

H3: An educational tweet will be retweeted by followers more than promotional or inspirational messages.

H4: An educational tweet will be liked by followers more than promotional or inspirational messages.

Attached media are tools that can help drive followers to one's Twitter page (Lovejoy et al., 2012). A hashtag (#) and tag (@) is a way to connect an individual or organization to one's tweet. By doing this, not only will the individual who produced the tweet be sharing the post with his/her followers, but the post will also be shared with the people who follow the individual or organization tagged in the post. A person can also attach a webpage link. He/she will do this to drive traffic to another website. A photo and/or video can also be attached to a post. This helps to bring a visual element to the tweets. A post can also be retweeted. If someone sees a tweet that he/she likes, the person may decide that he/she wishes to share it with his/her followers, as well. This is when a retweet occurs. There are benefits to using these forms of attached media. However, it has not been measured how these tactics can be used to help produce more retweets and likes.

RQ2: How can attached media be utilized to produce more likes and retweets from users?

H5: As art museums are visual educational facilities, attaching a photo to the tweet will lead to the greatest amount of retweets.

H6: Since retweeting and tagging aims to form a connection with users, this will lead to more likes from followers than hashtags, photos, webpage links and videos.

These studies and articles emphasize the importance of knowing how to best utilize social media. Twitter is an easy website and app to set up and use; however, one must know how to use the site in a manner that gets the most benefit for the organization. While nonprofit organizations are the ones that were studied, fine arts organizations could yield similar results.

Social media usage in art museums, galleries and nonprofits has been gone unstudied. An important aspect of social media to study is what users expect when they follow an organization on Twitter. It is not enough to have a social media account, it must also appeal to users. There are various nonprofit organizations that have been studied to decipher how each organizations successfully used their social media accounts to appeal to Twitter users.

CHAPTER THREE

METHOD

According to the International Council of Museums (ICOM) there are 55,000 across 202 countries. In looking to address Twitter usage within art museums, it is important to look at which museums to study, and not just in the United States. To answer the questions on a global scale, three museums were considered. The art museums chosen have similar attendance records. This was important so that it would demonstrate equality in calculating user response. This led to the choice of the Metropolitan Museum of Art (Met), in New York City, United States, Tate Modern museum in London, England, and the Musée d'Orsay in Paris, France. In order to accurately depict user interaction with these museums' social media sites, a content analysis was performed on the museums' Twitter accounts. According to Rick Steves (2016), the middle of June through the end of August is the height of travel season. Wanting to look at tweets published during this busy time, tweets from June 1-August 31 were gathered and coded. A total of 1,639 tweets were coded based on their message (inspirational, promotional or educational), as well as attached media (tagging, retweets, hashtags, photos, webpages links and videos).

*Coding sheet included in Appendix A.

Using set words and phrases was utilized in helping the researcher choose how to label each tweet. The educational tweets had to aim at expanding the knowledge of the reader. This included utilizing interesting facts and informing the public of artists' birthdays, what he/she produced, and/or information pertaining to works of art. Inspirational messages included quotes and uplifting messages, which aimed at affecting the emotions of the reader in a positive way. Promotional messages had a call to action. Including words such as "come," "buy" and "visit"

helped label these promotional posts. The coding was conducted by stated whether or not the tweet contained the specified message.

The research also looks at what attached media helped to produce the greatest amount of retweets and/or likes. The census coded which tweets tagged a user (@), was a retweet (RT), included a hashtag (#), photograph, website link, and/or video. These attached media were coded by stated whether or not the message contained these items.

CHAPTER FOUR

RESULTS

To establish reliability of the messages and add-ons, two researchers coded 248 tweets from November 2015. The three museums, Met, Tate Modern and Musee d'Orsay, were chosen for the reliability study, as these institutions were the subject of the study. Running a Kappa test on all categories proved to be effective in measuring the compatibility of the categories. For the messages category, the Kappa results were: inspirational, .883, educational, .867, and promotional, .762. For the add-on media category, the Kappa results were: tagging (@), .983, retweeting (RT), .954, hashtag (#), .984, photo, .898, webpage, .967, video, 1.00, and broken link, .665.

RQ1: How can an arts organization garner more likes and tweets from users?

H1: Publishing three tweets or less per day will cause followers to retweet posts more frequently.

H2: Publishing three tweets or less per day will cause followers to like posts more frequently.

In order to test the research questions and hypothesis, a descriptive analysis was run using SPSS.

The Metropolitan Museum of Art

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
Met	1120	0	1	1	1.00	.000	.000
Retweets	1120	766	0	766	64.06	58.688	3444.266
Likes	1120	656	0	656	79.20	75.908	5761.972
Valid N	1120						

The Met had 1.08 million followers on Twitter. From June 1, 2015 through August 31, 2015, the museum produced 1,120 tweets. This breaks down to the Met producing, on average, 86 tweets per week and 12 per day. According to the results, the mean amount of people whom

retweeted the museum's postings is 64.06. In order to discover the average percentage of retweets, one must take the average number of individuals whom retweeted, 64.06, and divide it by the number of followers, 1.08 million. The average percentage of retweets for the Met museum was .0036%. To discover the average amount of likes for each tweet, the same procedure will take place. According to the statistics, an average of 79.20 people favorite each tweet produced by the museum. If divided by the amount of followers, 1.08 million, this leads to an average of .0044% of likes for each posting.

Tate Modern

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
Tate Modern	392	0	1	1	1.00	.000	.000
Retweets	392	798	0	798	55.62	77.273	5971.183
Likes	392	1528	0	1528	68.73	123.540	15262.204
Valid N	392						

On December 21, 2015, the Tate Modern museum had 2.27 million followers. This is more than double the Met. However, over the course of June 1, 2015 through August 31, 2015, the Tate produced 392 tweets. This leads to an average of 30 tweets per week and 4 per day. The average number of users whom retweeted its postings was 55.62. This leads to an average of .0025% retweets per tweet. If an average of 68.73 people favorite the Tate's postings, then the average favorite per tweet is .0030%. This is lower than the Met's average percentages of retweets and likes.

Musée d'Orsay

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
Musée d'Orsay	127	0	1	1	1.00	.000	.000
Retweets	127	339	0	339	54.12	57.598	3317.534
Likes	127	173	0	173	21.20	32.890	1081.751
Valid N	127						

The Musée d'Orsay created the least amount of tweets. From June 1, 2015-August 31, 2015, the museum produced 127 tweets. The weekly average for the Musée d'Orsay was 86 tweets and a daily average of 1 tweet. With 347,000 followers, it averaged 54.12 people retweeting each post. This leads a .016% retweet average. Following the same methodology, if the average amount of individuals whom favorite each retweet was taken into consideration, the average favorite per tweet is .006%.

If one is to compare the averages, even though the Met produced far fewer tweets, the average amount users who retweet are a great deal higher. Looking at the daily averages, between the three institutions, this supports the hypotheses. It is better to produce less than four tweets per day.

H3: An educational tweet will be retweeted by followers more than promotional or inspirational messages.

In order to test these hypotheses a linear regression was run on the population of tweets, taken from the Met, Tate Modern, and Musée d'Orsay, using SPSS to test what type of message will produce more retweets and likes from followers.

Retweets for the Met, Tate Modern and Musée d'Orsay

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	33.043	2.520		13.110	.000
Inspirational	67.067	6.398	.245	10.483	.000
Educational	39.265	3.059	.308	12.834	.000
Promotional	19.418	3.294	.141	5.895	.000

When looking at all three museums, and what messages generated more retweets, educational tweets were the primary factor. Educational tweets were retweeted more than inspirational or promotional posts. The second most retweeted message was inspirational posts. The final message was promotional, which caused very few users to retweet the post. This confirms the proposed hypothesis stating that educational tweets would produce the greatest amount of response from Twitter users.

H4: An educational tweet will be liked by followers more than promotional or inspirational messages.

Likes for the Met, Tate Modern and Musée d'Orsay

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	36.942	3.574		10.335	.000
Inspirational	85.787	9.073	.225	9.455	.000
Educational	47.519	4.339	.267	10.952	.000
Promotional	26.213	4.672	.136	5.611	.000

While inspirational tweets were liked a significant amount, educational tweets were the most liked of the three messages: inspirational, educational, and promotional. The results mirror the conclusions concerning what messages were retweeted the most. Educational tweets caused the greatest amount of likes from followers, followed by inspirational tweets, while promotional tweets were the least liked tweets. This confirms the hypothesis that educational tweets would be liked by followers more than inspirational and/or promotional tweets.

RQ2: How can attached media be utilized to produce more likes and retweets from users?

H5: As art museums are visual educational facilities, attaching a photo to the tweet will lead to the greatest amount of retweets.

H6: Since retweeting and tagging aims to form a connection with users, this will lead to more likes from followers than hashtags, photos, webpage links and videos.

In order to determine if these hypotheses are supported, a linear regression was run using SPSS.

Retweets for the Met, Tate Modern and Musée d'Orsay

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	27.187	5.157		5.271	.000
at@	-21.892	3.797	-.166	-5.766	.000
RT	-4.697	4.225	-.029	-1.112	.266
Hashtags	-17.238	2.942	-.135	-5.860	.000
Photo	53.069	4.568	.310	11.617	.000
Webpage	10.407	3.912	.069	2.660	.008
Video	22.981	15.036	.036	1.528	.127

When it came to add on media, posts that contained a photo were the most retweeted messages. This proved to be a consistent result for the three museums studied. Another large factor was posts that contained a tagging of a Twitter user. Finally, posts that contained a webpage link were more likely to be retweeted, as well. The hypothesis was supported due to the data revealing that photos are most likely to be retweeted.

Likes for the Met, Tate Modern and Musée d'Orsay

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	43.251	6.782		6.377	.000
at@	-27.320	4.993	-.149	-5.472	.000
RT	-64.899	5.555	-.290	-11.682	.000
Hashtag	-18.878	3.869	-.106	-4.880	.000
Photo	60.635	6.007	.254	10.093	.000
Webpage	14.718	5.144	.070	2.861	.004
Video	18.455	19.773	.020	.933	.351

When analyzing the three museums, it was revealed that overall, if a message is a retweet from, or tags, another user it has a much higher chance of being liked. These were the largest factors in users deciding to favorite the post. This supports the hypotheses that messages that aim to open up a connection with users will produce more likes than any other form of tweet.

CHAPTER FIVE

DISCUSSION

While social media usage in museums is important, this study shows that there are ways to utilize Twitter in order to maximize the positive results this media form may offer. In discussing the message and forms of add-ons one may use in order to best use Twitter, this study reveals that certain tactics will produce more engagement from the followers, as far as retweets and likes. In looking at the museums individually, the organizations rarely followed the guidelines necessary to produce maximum results.

The Met produced a significant more amount of educational tweets than promotional and inspirational. Out of the 1,120 tweets produced by the museum, 604 were educational tweets. The next highest was promotional with 380 tweets. Inspirational was the least tweeted category with only 33 tweets produced with an inspirational message. According to the results, educational messages produced a significantly higher amount of retweets from users. The add-on that helped to produce the most retweets was photos. Including a photo significantly helped the museum in earning more retweets. When it came to likes, inspirational and educational were closely aligned. They produced similar results, with educational tweets being liked slightly more than inspirational tweets. Tweets that tagged or retweeted from another user proved to have a high favorite percentage. This coincides and proves the proposed hypothesis of retweeted and/or tagged tweets, as well as educational tweets, being the most liked.

Out of the 392 tweets produced by Tate Modern, 60 were inspirational, 102 were educational, and 104 were promotional. According to the data, the most popular tweets were inspirational tweets. These produced a much greater number of retweets than educational or promotional. Pictures were also a big factor in producing more retweets, with including a

webpage link following closely behind. While the attached medium coincides with the proposed hypothesis, the Tate Modern's more popular tweets were inspirational versus educational. With the Tate Modern, a large number of tagged and retweeted messages were liked. This coincides with the proposed hypothesis that messages that aim to connect with users will be liked the most. Unlike the proposed hypothesis, the inspirational messages were the most liked when it came to the Tate Modern's postings.

Even though Musée d'Orsay produced fewer postings than the Met, the results are more similar to the U.S. museum. Out of the 127 tweets produced by the museum, the museum produced one inspirational tweet, 62 educational tweets and 22 promotional tweets. The educational tweets were retweeted many more times than inspirational or promotional. Almost producing triple the amount of retweets than the other forms of messages, educational posts resonated and produced more of a response from followers. Unlike the other two museums, the Musée d'Orsay experienced a greater number of retweets from messages that had a user tagged in it. Producing slightly higher retweets was the factor of including a photograph in the tweet. The Musée d'Orsay produced strong results when analyzing what factors produced the greatest amount of likes. Educational tweets played a large factor as to whether or not a tweet was favorite or not. A tweet that contained an educational message was eight times more likely to be favorite than any other form of message. Another large factor when it came to causing users to favorite a tweet was whether or not it was retweeted from a user. Messages that had been retweeted were much more likely to be liked, especially if it contained a photograph. Tweets that contained photographs were another deciding factor when causing users to favorite the post.

CHAPTER SIX

LIMITATIONS

The results from this study will help future museums in knowing what messages and tactics to utilize to cause more of a response from followers. Using a photo and educational message will result in an increase of followers retweeting and liking posts. If an organization uses promotional messages and/or only responds to Twitter questions, the amount of retweets and likes will significantly decrease.

The limitations of this study includes only looking at three museums versus multiple museums. There are over 500,000 museums in the world. These three represent a small portion of this global community. Another limitation was time. This study focuses on Twitter posts published between June 1, 2015-August 31, 2015. In order to get a true analysis of the museums and what the messages and tactics entail, it would be important to do a bigger analysis and timeline.

CHAPTER SEVEN

FURTHER RESEARCH

There are many ways to continue research on this study. Involving topics, and countries, there are a variety of topics for further study. One of the ways in which to continue the study of museums and social media is to research museums and Instagram. Instagram is a very popular social media site. Since the results showed that tweets that contain photos are the most popular, it could demonstrate the importance of museums to be on Instagram. However, studying what is the focus and message of the pictures will need to be studied. Determining what focus and messages generates the greatest amount of likes on Instagram will be beneficial for museums on the social media site. It would be beneficial to research the ways that each country uses Twitter to market to its followers. Discovering what message and/or add-on media is utilized most by each country could help reveal marketing trends and if it is as effective as it could be. By furthering research on this study, it could help art museums globally in learning how to best use social media to attract followers and help reach them in a way that benefits the museum.

CHAPTER EIGHT

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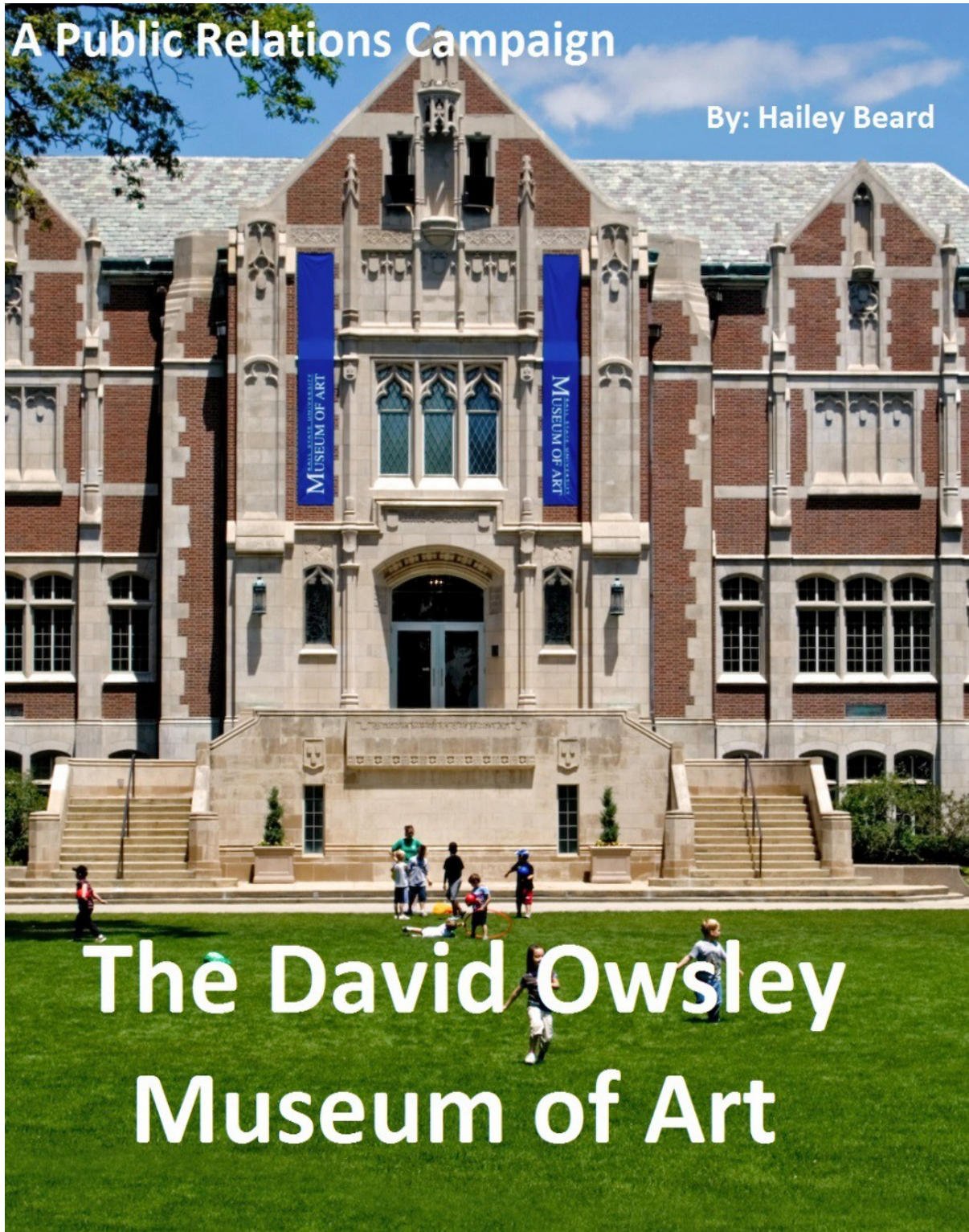
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CHAPTER NINE

BODY OF WORK

A Public Relations Campaign

By: Hailey Beard



The David Owsley Museum of Art

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Executive Summary

The David Owsley Museum of Art is a museum in Muncie, Indiana. Opened in 1936, it features art from 3,000 BC to the present. Though small in size, the museum features a vast variety of works of art. It also incorporates many different activities during the year that would appeal to many different people.

One of the key components of any organization is to understand the image that it is exuding to the public. If an organization wishes to attract different target groups of individuals, sometimes it must change or alter their image to suit the target group in question. This public relations plan addresses this concept. This plan discusses how the David Owsley Museum of Art will use its image to attract various groups of people. The plan incorporates various techniques in order to appeal to select target groups of people.

This is just to start incorporating these marketing techniques into the daily tasks of the David Owsley Museum of Art. The goal is to make a sustainable public relations plan that will last after 2016, and will still be relevant in the coming years.



Situation Analysis

The David Owsley Museum of art is an accredited museum that has much to offer. However, it is not as popular as it could be. The museum has never had a public relations plan. Therefore, it does not know how to market and use a unique image for certain groups of people. When comparing it to other museums of similar stature and location, the David Owsley Museum of Art stands as a prestigious example of exemplary art. In Muncie, Minnetrista is a center that holds a similar appeal. It has a small gallery inside and holds many events. However, based on a popularity standpoint, Minnetrista is better known than the David Owsley Museum of Art. The center is heavily involved in social media and is ranked the number two attraction in Muncie, Indiana.

If compared to other university museums, Indiana University Art Museum in Bloomington, Indiana is one that holds a similar appeal as the David Owsley Museum of Art. The museum won the 2015 Visit Bloomington Award for “Best Attraction” in Bloomington. Thanks to popular vote, the museum won the prestigious award. It was also awarded a “Certificate of Excellence” on Trip Advisor due to its number of positive reviews. This is how the Indiana University Art Museum has differentiated itself from the David Owsley Museum of Art. The Indiana University museum has marketed itself as an attraction one should not miss. It has been heavily involved in social media and has encouraged feedback on travel sites. The difference between these two organizations and the David Owsley Museum of Art is not its collection or quality of art. The largest variant is how the organizations market their events

and collections. It is important to see that David Owsley Museum of Art has prestigious works of art; however, the image of the museum needs researched and addressed.



Goals

1. Attract more visitors to the David Owsley Museum of Art
2. Increase the donors and “Friends” of the museum.
3. Have more reviews on travel sites.
4. Increase the student and faculty involvement in the museum.



Target Audiences

1. Students-
 - a. Demographics
 - i. According to Ball State's website, their 2014-2015 enrollment had 5,278 students ages 17-19 on campus, 20-25 age group had 10,397 students and over 25 consisted of 1,320 students.
 - ii. With race, 14.9% of the student population was represented by a minority race, 85.1% of the student population consists of Caucasian individuals.
 - b. What is already being used to market to them
 - i. Facebook
 1. Had one but little organization and no schedule. Would sometimes go days without any posting and would some times post multiple times a day
 - ii. Instagram
 1. Had one but did not use. Only posted twice a month
 - iii. Twitter
 1. Had one but not much activity
 - iv. DOMA Insider
 1. Casual and aimed at students. But little traffic and students did not seem to be responding to the blog
2. Faculty and university connected people
 - a. Demographics
 - i. At Indiana University in Bloomington, the average age of professors is 55 years old, for associate professors, the average age is 49, assistant professors have an average age of 38
 - ii. At Ball State University for the 2014-2015 year, the average income for all professors and instructors was \$67,055.
 - iii. Out of the 984 professors working at the museum, 84% are Caucasian
 - b. What is already being used to market to them
 - i. Facebook
 - ii. CommCenter emails
 - iii. University newspaper and magazine
3. Donors and "Friends" of the museum
 - a. Demographics
 - i. 55+

- ii. \$75,000+
 - iii. Have college degrees or higher
 - b. What is already being used to market to them
 - i. Print Media
 - 1. Newsletters
 - 2. Printed Invitations
- 4. Families
 - a. Demographics
 - i. According to the 2010 Census, 50.2% of the households in Muncie are family households.
 - ii. The average family size is 2.85
 - iii. Out of all the families living in Muncie, 46.5% of the families have children under the age of 18
 - 1. Approximately half of those families have children ages 6-17.
 - b. What is being used to market to them?
 - i. Facebook
 - ii. The Star Press
- 5. Tourists
 - a. Demographics
 - i. According to a study conducted in 2006 by D.K. Shifflet & Associates, Ltd.:
 - 1. 40% of all tourists who come to Indiana are between the ages of 18-34
 - 2. 1 in 3 visitors who come to Indiana include children ages 5 and younger
 - 3. 1/3 of all Indiana visitors bring their children when they visit Indiana
 - 4. More than 1 in 3 visitors who stay overnight in Indiana make less than \$50,000
 - 5. More than half of overnight visitors are ages 35-50
 - 6. Almost half of overnight visitors come to visit family
 - b. What is being used to market to them
 - i. The museum's website
 - 1. The website is a good resource but can get outdated with the calendar



The Plan

1. Goal: Attract more visitors who live in Muncie to the David Owsley Museum of Art
 - a. Public:
 - i. Students
 - ii. Faculty
 - iii. Families
 - b. Objectives:
 - i. To increase the amount of students and faculty visiting the museum by 20% before May 2016
 1. Strategy:
 - a. Increase social media activity and printed advertisements seen around campus
 2. Messages:
 - a. You can have any type of background and education level, and still enjoy our museum
 - i. Many students responded in Mason and McCarthy's 2006 survey by stating that they picture museums solely catering to the higher class and educated
 - b. This is a place where you can feel relaxed and comfortable
 - i. According to Prince and Schadla-Hall (1985), the "threshold fear" is the psychological barrier that discourages people entering places where they do not feel comfortable
 - c. There is a social aspect to the museum
 - i. Events such as Final Friday lend a social aspect to the museum. According to Gofman, Moskowitz and Mets (2011), young people desire to increase their social interaction. Events that encourage this, will lead to an increased involvement from young people.
 3. Tactics:
 - a. Advertise online
 - i. Twitter (Briones, Kuch, Fisher, Liu, & Jin, 2011)
 1. Form relationships. Students want relationships versus just information

- a. Mutual following
 - 2. 37% of individuals 18-29 are on Twitter.
Largest group of Twitter users
 - 3. 16% growth from 2013
- ii. Facebook
 - 1. Pew research center study (2014), 87% of individuals 18-29 are on Facebook
 - 2. 4% growth from 2013-2014
 - 3. The majority of students are on Facebook and if the museum wants to reach them, we must have a strong online presence as well
- iii. Instagram
 - 1. By far the most growth of all social networking sites
 - 2. Largest growth among students
 - 3. 53% of individuals 18-29 are on Instagram
 - a. Experienced a growth of 30%
 - 4. Majority of users have some college education and make less than \$30,000
- iv. University Emails
 - 5. Emails sent by the CommCenter to all students discussing what is happening at the museum
- b. Advertise through print
 - i. Flyers
 - 1. Atrium
 - 2. In the village
 - 3. Pubs
 - a. According to Mason and McCarthy (2006), many young people feel as though museums rarely market to them, this causes them to feel excluded and unwelcome.
 - b. One place that individuals said to advertise was at pubs
 - 4. The Daily News newspaper
 - a. The student run newspaper that is free for students
- ii. Increase faculty attendance at events by 18% before May 2016
 - 1. Strategy:
 - a. Increase online presence used by those in the faculty demographic and utilize print media

2. Messages:

- a. It's an academic audience so focus on the formal learning experience he or she can have
 - i. The museum is a place to learn about all different eras and cultures without having to leave Muncie
 - ii. The museum is a free resource that one can utilize to experience art in a beautiful setting
 - iii. There are events that target education and learning more about art
 - iv. Tours take place during the week
 - v. It would benefit you to visit the museum due to our facilities, vast collection, variety of events and extensive historical collection

3. Tactics

- a. Social Media
 - i. Facebook-
 - 1. Greatest growth in individuals with college degrees or higher and those who live in the suburbs
 - 2. Most growth among users who make \$50,000-\$75,000
 - 3. The average Facebook user is on for 32 minutes every day. These users stated that rather than organizations posting every day, or spamming up their pages, they would like pictures and status updates that inform about the museum.
 - 4. Use Facebook as an extension of Instagram. Do not post more than necessary and just to get content out there. This will turn individuals off more than attract them.
 - ii. Twitter
 - 1. Most growth among users who make \$50,000+
 - 2. Most growth among those who live in urban and suburban areas
 - iii. University emails
 - iv. DOMA Insider
- b. Print media
 - i. University newspapers and the DOMA newsletter
 - 1. According to a study done by Yulcelt (2008), the majority of museum visitors are married, middle-aged, and have an excellent education.
 - 2. These people stated in the study that the best

- way to advertise to them was through museum literature and word of mouth (i.e. Twitter, Facebook and the DOMA Insider)
 - ii. The Star Press
 - 1. Local newspapers and newsletters were seen as the most important information sources (Geissler, Rucks, & Edison, 2008)
- iii. Increase amount of families attending events by 20% before May 2016
 - 1. Strategy:
 - a. Advertise through social media used by parents and through printed media utilized through those in Muncie
 - 2. Messages:
 - a. Family friendly
 - i. In a survey conducted in 2009 by Burton, Louviere and Young, it was revealed that one of the most attractive features of an event or exhibit was having child-centered activities
 - b. Events are good for families
 - i. Parents want to go to activities with their children. They want their children to be included in events, make it a family outing.
 - c. Learning atmosphere
 - i. Participants especially felt that art education should start early with classes and “more interactive exhibits” for children (Geissler, Rucks, & Edison, 2008)
 - ii. When discussing children and their experience at the museum “some students indicate that the opportunities afforded by their museum experiences are sometimes a turning point in their lives” (Schwartz, 2005)
 - d. The museum is a good place to spend your leisure time and to be with friends and family
 - i. According to Yucelt (2008), research states that people visit the museum for education but also for a social and entertaining experience.
 - ii. The museum can be a good place for people to meet individuals with families in the same age range as their children
 - 1. Events catering to a specific age group
 - 3. Tactics:
 - a. Advertising Online
 - i. Facebook
 - ii. Twitter
 - iii. Instagram

- b. Printed Advertising
 - i. The Star Press
 - ii. Museum Newsletter
 - 1. Helps families stayed informed and lets them know what events are coming up that may be of interest to themselves and their children
- 2. Goal: Increase the donors and “Friends” of the museum.
 - a. Public: Donors and “Friends” of the museum
 - b. Objective:
 - i. Increase amount of donors and “Friends” of the museum by 15% before May 2016
 - 1. Strategy:
 - a. Increase amount of marketing and advertisement through print and electronic media most used by the demographic that constitutes donors and “Friends” of the museum.
 - 2. Messages:
 - a. It can be a place to meet some people who have similar interests to yourself
 - b. There is culture represented from around the world
 - c. It is a place in Muncie where one can experience all eras
 - d. Bottom Line- It is worth their time and money
 - e. “Museum members, who represent a large share of earned revenue, expect museums to offer services, diverse programs, exhibition turnover, novelty, and events.” Neil Kotler, 2004.
 - 3. Tactics
 - a. Advertise through print media
 - i. The Star Press
 - 1. According to the “Star Press,” the majority of their subscribers are age 51 through 70 years old.
 - ii. The Museum Newsletter
 - 1. With regard to cultural events and activities, in general, local newspapers and cultural newsletters were seen as the most important information sources. (Geissler, Rucks, & Edison, 2008)
 - b. Advertise through electronic media
 - i. Facebook
 - 1. Among all adults who are on Facebook, 56% of adults 55 years old and above are on Facebook. This may not seem like a lot; however, this age group has experienced the most growth on Facebook the past two years

2. 72% of adults who make \$75,000 or over are on Facebook
 3. Users who have college degrees or higher experienced the most growth from 2014-2014 jumping to 74%
 - ii. Twitter
 1. Twitter users who are 55+ doubled from 2013-2014. Though only still at 10%, this shows tremendous growth and the potential for large traffic in this area
 2. Users who earn \$75,000+ also showed a great amount of growth from 2013-2014
 3. Those who have college degrees or higher experienced the most growth jumping to 30%
 - iii. Instagram
 1. Instagram is the largest growing social media platform. With those who are 50+, the usage jumped from 1%-6% from 2013-2014
 2. Those who make \$75,000+ jumped from 16% to 26%
 3. With college degrees and higher, it jumped from 15% to 24%
3. Goal: Make the David Owsley Museum of Art more known by visitors.
- a. Public: Tourists
 - b. Objective: Increase the amount of reviews on tourism websites by 38% by May 2016
 - i. Strategy: Promote to tourists through online presence
 - ii. Messages:
 1. It's a place you should come to when coming to Muncie
 - a. 58% of U.S. adult travelers visited a historical place or museum in 2002 (Travel Industry Association of America, 2005)
 2. It is worthy of your time
 - a. Tourists invest their time in our museum, we have to make sure that they know that it will be worth it
 - iii. Tactics:
 1. Online Presence
 - a. The Museum website
 - i. Our website becomes our face for those who are interested in coming here.
 1. How do we represent ourselves through our website?
 2. Is the website up to date?

- a. If a site is not up to date, individuals may believe that the museum is outdated and not interested in visitors
 - b. Calendar must be up to date
 - c. Our floor plan must be up to date
 - b. Tourism Websites
 - i. Generate positive word of mouth communications. This can greatly increase individuals' decisions on whether or not to visit an attraction (Geissler, Ruckus, & Edison, 2008)
 - ii. A study by Seung (2010) states that consumers rely more heavily on information and reviews from fellow consumers. They see these reviews as more valid and having more worth.
 - iii. If the museum receives a negative review, rather than deleting it, answer the comment as well as possible. This shows the individual, as well as those who may see the review, that the museum takes complaints seriously and wishes to see happy patrons (Champoux, 2012).
 - iv. Trip Advisor
 - 1. More than 340 million unique visitors access the site each month
 - 2. World's largest travel site
 - 3. It has over 2.7 million businesses registered on its site
 - 4. 96.4% of internet users studied used the internet as an information source for help when planning the trip
 - v. Yelp
 - 1. 142 million visitors access the site every month
 - 2. 2.1 million businesses on Yelp
 - 3. The largest age group using site is 35-54
- 4. Goal: Increase the amount of classes visiting the museum.
 - a. Public: Faculty
 - b. Objective: Increase the amount of classes visiting the museum by 28% before May 2016
 - i. Strategy: Make the educational benefits of visiting the museum apparent to teachers and professors
 - ii. Messages:
 - 1. The museum is a place to learn about all different eras and cultures

without having to leave Muncie

2. The museum is a free resource that one can utilize to experience art in a beautiful setting

3. There are events that target education and learning more about art

4. Tours take place during the week

5. It would benefit you to visit the museum due to our facilities, vast collection, variety of events and extensive historical collection.

iii. Tactics:

1. Call and message professors and educators around Muncie

a. Schedule conference calls and emails to schools and Ball State University

i. Ball State departments to connect with:

1. Art

2. Music

3. Theatre and Dance

4. Modern Languages and Classics



Budget

2015 Public Relations and Marketing Budget for the David Owsley Museum of Art: Associate

Director, duties include PR and Marketing- \$48,000

Half page advertisement in the Muncie Visitor's Bureau- \$475

Half page advertisement in the Visitor'sIN magazine \$4,560

ArtWords Newsletter (includes designing, printing and shipping)- \$6,388.64

Benefactor's Dinners invitations- \$110.30

Petty Lecture invitations- \$971.22

Exhibition invitations- \$625.48

Facebook Boosting- \$100

Total Budget- \$61,230.64



Timeline

1. January 2016
 - a. Layout the semester plan
 - i. DOMA Insider writers
 - ii. Social media weekly schedule
 1. Increase activity on all media
 - b. Event calendar
 - i. See what exhibitions and events are happening and when
 - c. Contact print media
 - i. Star Press
 - ii. Daily News
 - d. Tourism websites
 - i. Ensure that all reviews, both positive and negative, receive a response
 - e. Begin exhibition promotion
 - i. Begin the plan (above) for explaining what the marketing and promotional tactics will be for the exhibition
1. February 2016-March 2016
 - a. Continue marketing and promotion work
 - i. Continue the plan and all of the work listed under January's schedule
 - b. Evaluation
 - i. Toward the beginning of March, figure out what is and isn't working
 - ii. Look at the numbers for social media, attendance, responses, etc. and look at what needs to be altered and/or continued
 - iii. Configure the plan to maximize the museum's potential and to complete the set goals and objectives
2. April 2016-May 2016
 - a. Plan
 - i. Change and alter the plan based on the semester's work
 - b. Evaluation
 - i. Were the goals and objectives achieved?
 - ii. Why or why not?
 - iii. How was the marketing plan a success and in what ways does it need changed?
 - c. Future plans
 - i. Create a final document that will help the staff at the museum maximize their potential
 - ii. Make the plans for the future one that will be sustainable through 2019



Evaluation

The evaluation of this public relations campaign will look at different variables to analyze their success or failure. The first phase of evaluation will revolve around the social media activity since the increase in use that started in May 2015. In May 2016, the public relations manager will look at the DOMA Insider and the amount of traffic the site has generated since the start of June. The manager will compare the amount of views from January- April 2015 to January- April 2016. This should show if the new format for the newsletter is successful or not. If it is not, the “DOMA Insider” can go back to its more casual and informal approach.

The individual will conduct a similar approach with Facebook, Twitter, and Instagram. In May 2016, the public relations manager will compare the amount of followers and activity from January-April 2015 to January- April 2016. This will show if the increased activity, starting in May, has proven successful in attracting more participation and followers.

Also, the manager will evaluate the attendance of the events from August 2014- May 2015, compared to the attendance of events from June 2015- May 2016. This will show if the public relations campaign and marketing has proven successful. The museum offers many events, how it markets these events plays a large role in how many individuals attend the museum.

Thanks to the objectives listed in the campaign, the public relations manager will be able to easily measure the future success or failures of each goal. Due to the percentage of increase each objective entails, the individual will be able to look at the museum records and see how it compares to the goals that the campaign has set for the museum. The manager will then look at

the messages and strategies used to address these groups and know if these tactics were successful in meeting the goals.

This public relations campaign centers on the museum's image. It deals with how the museum presents itself to each group that it wishes to attract. Ultimately, the participation and attendance of these groups will demonstrate the success or failure of this public relations plan. This is why looking at social media, print media, attendance of events, memberships and donations all reflect how successfully these target groups were marketed to. If these marketing tools work, it will lead to an increase of participation from each target group. I will analyze all of these components to analyze the success of this plan and if it should be altered.

OUTSIDE EVALUATIONS

The Evaluator

I was the Public Affairs Assistant and then Public Affairs Coordinator at the Guggenheim Museum, New York. Prior to that, I had internships at Carnegie Hall, The Art Institute of Chicago and the Chicago Children's Museum. Following the completion of a Masters in Humanities at the University of Chicago, I taught in the Public Relations program at Taylor University-Fort Wayne. I also have my Ph.D. in English from Purdue.

Dr. Kathryn Ludwig
2263 South Gadbury Road
Hartford City, IN 47348

April 8, 2016

Hailey Beard
Ball State University
Muncie, IN 47303

Dear Ms. Beard,

Thank you for inviting me to provide feedback on your Master in Public Relations Capstone Project at Ball State University. I have reviewed your draft and have made in-text notes, which you will find in the attached document, and have a few comments and suggestions to share with you below.

Your analysis of current patronage of the David Owsley Museum of Art is thorough and I approve your plan for increasing attendance through activity on social media, in local press and in tourism publications. You have budgeted for targeted mailings, as well, which I think likely to be an effective form of outreach for your museum.

I'd like to know just a bit more about the forms your external communications will take, although I recognize that you and your capstone supervisor(s) likely have this information already and you can decide whether it is relevant to the current document.

- You list “invitations”; will the invitations take the form of postcards with full-color graphics and announcements of specific events? Are there posters of the same design posted on campus?
- I assume that you will circulate press releases among the local news sources and visitors bureau. I might also suggest a small-scale “press preview” for new exhibits for press and those involved in tourism (a free day, if the museum requires admission, with light refreshments). You could include leaders of campus institutions in these preview days.
- Does the museum host special events for families (such as guided educational tours or craft days inspired by the DOMA collection)? Such events could be publicized in local school newsletters or through send-home flyers and, in particular, through collaboration with the Cornerstone Center for the Arts. You might also identify a family-oriented event in Muncie

- where DOMA could have a table promoting the Facebook page or inviting families to sign up for the newsletter.
- Finally, should your plan address any changes to the current range of distribution of the DOMA newsletter?

Please consider the above as aid in generating ideas, rather than criticism of your excellent PR plan. You will know which ideas are considerations that are suitable for and permissible through the resources of the David Owsley Museum of Art. Best wishes to you in the completion of your studies and future career.

Sincerely,

Kathryn Ludwig, Ph.D.

The Evaluator

Carl Schafer is the owner of Gordy Fine Art & Framing Company in Muncie, Indiana. While the researcher was conducting her research and constructing the public relations campaign, Carl Schafer was the associate director at the David Owsley Museum of Art. He was instrumental in helping the research first get started and for allowing the researcher to use the art museum for her campaign.

I have read your plan with much interest. It is very good and I congratulate you on your thorough examination of all the components of this plan moving forward.

- Rather than saying the museum doesn't know how to market itself, say that it can benefit from analyzing the use of a unique image. This is an important general point about language that describes the talents of the staff. You should not judge the talents or potential of the staff. You should simply recommend that the staff's energies should be redirected to focus on certain new things they have not focused on before.
- The demographic information is terrific and I find your recommendations for reaching them are well thought out.
- Goals to increase visitation of faculty and students by 18-20% is ambitious. Did you pick these numbers or where they the result of a strategic planning conversation?
- In the Evaluation section, do not speak in the first person. Rather use your title to describe who will perform these tasks.
- In the budget section, I assume this was constructed with the help of museum staff or director. I see that you have included salary compensation for the Assistant Director. As long as you are doing that, you should also include whatever compensation you are receiving since you are the person described as carrying out many of the tasks.

I think it is a very good report that I am sure reflects many new ideas that I am no longer able to comment on. Congratulations and good luck.

* All outside evaluator input was considered before the submission of the final public relations campaign.

APPENDIX I

Coding Sheet

1. Did the tweet contain an inspirational quote or message? 1= Yes, 2= No
2. Did the tweet contain an educational message? 1= Yes, 2= No
3. Did the tweet contain a promotional message? 1= Yes, 2= No
4. Did the tweet contain a tag (@)? 1=Yes, 2= No
5. Was the tweet a retweet? 1=Yes, 2= No
6. Did the tweet contain a hashtag (#)? 1=Yes, 2= No
7. Did the tweet contain a photo? 1=Yes, 2= No
8. Did the tweet contain a webpage link? 1=Yes, 2= No
9. Did the tweet contain a video? 1=Yes, 2= No
10. If the tweet contained a website link, was the link broken? 1= Yes, 2= No